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Deputy Director (Administration)

3 November 1951

Chief, Administrative Services

Progress Report for Administrative Services

1. General. The following is a resume of conditions that existed in Administrative Services activities as of 1 October 1950, the changes made since that date to the present time and projected to 31 December 1951, and an estimate of those things that will be done, or should be done, after that date.

2. Conditions as of October 1950. As of the date indicated, the administrative activities were divided into two general categories: (a) the Special Support Staff in support [redacted] and (b) the Administrative Staff in support of overt activities. With respect to the functions now assigned to Administrative Services, there was almost complete duplication in each of these staffs.

3. Reorganization of Administrative Activities Effective 1 December 1950. Upon the appointment of Mr. [redacted] as Deputy Director for Administration as of 1 December 1950 studies were made of reorganization for the consolidation of the two administrative staffs into one for the purpose of supporting overt and covert activities under the DD/A. Effective as of 1 December 1950 Administrative Services was established including the Transportation Division, the Reproduction Division, the Real Estate and Construction Division, the Building Maintenance and Utilities Division and the General Services Division. By the terms of the order this plan of organization was to become firm as of 1 January 1951. No changes were made in the Administrative Services organization. The effect of this organization with respect to each of the Divisions is discussed below:

a. Transportation Division. The Transportation Division under the Administrative Staff previously performed the travel function in arranging for the travel of overt employees, both domestic and foreign, and the shipment of supplies and equipment for overseas destinations in support of FBID overseas operations primarily. The volume of work in connection with these was relatively minor.

In the Special Support Staff the Overseas Processing Branch, under the Personnel Division

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Special Support Staff, performed the travel function for employees [redacted] which was of considerable volume.

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The Shipping Branch for the processing of shipments of supplies and equipment [redacted] overseas destinations was handled by the Shipping Branch reporting, as I recall, to the Chief of Services under the Special Support Staff. The volume of these shipments was also considerable, although there has been a substantial increase since that time.

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The merger of the administrative staffs permitted the bringing of all travel and transportation functions together under a single Transportation Division through which all overt [redacted] travel and shipping arrangements are made. This has resulted in greater efficiency and better utilization of personnel as well as improved procedures.

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b. Reproduction Division. The Reproduction Division, as of the date indicated, was housed in three separate locations and completely separated from its source of supplies, namely, the [redacted] warehouse. The space limitations of the three locations were such that expansion was impossible, which was necessary to meet expanding requirements of the Agency. Also, CIA was dependant upon a segment of the Government Printing Office for the printing of classified material, and it had been determined that it would be desirable to consolidate all reproduction and printing in a single location with sufficient expansion possibilities to meet all future reproduction and printing requirements of the Agency.

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For the purpose of accomplishing these things, in September of 1950 a building had been leased for this purpose in [redacted] consisting of a total of 53,845 square feet of space. A portion of the space had to be constructed by the owner of the property to meet the CIA requirements. The installation of all of the plumbing, electrical, air-conditioning and heating facilities was necessary since the building was primarily a warehouse. This construction was undertaken in December of 1950 at an ultimate cost of [redacted]. Starting in December of 1950 negotiations were begun with the Bureau of the Budget,

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the Joint Committee on Printing and the Government Printing Office for the transfer of the Government Printing Office plant located in South Building on the premises of CIA, and due to the fact that CIA was confronted with great resistance, although an offer had been made by CIA to handle the requirements of the Atomic Energy Commission, State Department and other defense agencies in the CIA consolidated plant, the efforts of two individuals in the Government Printing Office were successful in blocking this action. However, with the approval of the Bureau of the Budget and the Joint Committee on Printing, CIA procured letterpress and photo-engraving equipment which was necessary to do that portion of the printing work which it was felt the Government Printing Office could not accomplish, particularly with reference to [redacted] material. The decision was also reached due to the fact that in connection with psychological warfare OPC had requested the training of 50 people to eventually be used in the operation of [redacted] printing plants necessary to the implementation of the [redacted] program. In August of 1951 all of the reproduction facilities of CIA were moved to the new plant which is equipped with the most modern equipment and very shortly will be completely staffed.

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c. Real Estate and Construction Division. The Real Estate and Construction Division had not previously existed in any organizational structure that existed in CIA. The function had been previously performed by the Procurement activities in the handling of contracts. The function was never properly or completely performed due to the lack of such a Division and also due to the lack of properly trained professional personnel. In addition, the resistance on the part of [redacted] activities in permitting the administrative activities to handle the real estate function was quite strong and, undoubtedly, was justified because of the lack of experienced and professional personnel to perform the function. Therefore, as of 1 December 1950 it was necessary to begin to assemble a staff to consist of lawyers, preferably with experience in real estate matters, architects and civil engineers. Efforts in this direction have been successful to date, and although the job has not been entirely completed, this Division is at the present time giving approximately 75 per cent of the support required in connection with real estate matters.

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Numerous properties of lesser importance have been procured by lease and purchase in support of a number of [] activities.

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In addition, a number of investigations have been made for the purpose of supporting [] areas and one in particular was the investigation and acquisition of the use of [] in support of OPC [] activities. In the very near future considerable construction for the reactivation and expansion of [] will be necessary to meet the program of OPC.

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d. Building Maintenance and Utilities Division. This activity is one which has always existed since it performs primarily a housekeeping function in maintaining liaison with the Public Buildings Service of the General Services Administration. Very little change in this activity has taken place except in the renovations and alterations of new buildings acquired by CIA. The CIA switchboard is under the supervision of this activity and this board will be expanded by a total of 900 lines.

e. General Services Division. This activity, as such, had not previously existed and was established by the transfer

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of the records management and vital documents programs and the mail distribution activities from OGD and the transfer of the Machine Records activity from the Special Support Staff to be a part of this Division. As of the date of this transfer very little had been accomplished by CIA in the field of records management due to the lack of qualified personnel and the lack of a program. Such a program in CIA is, however, a difficult one to accomplish because it is extremely difficult to always evaluate accurately the period of usefulness of intelligence material. With a very small staff it has now been possible to establish, in some of the smaller offices, an effective records management program.

In connection with the vital documents program it had been directed by the Bureau of the Budget and the National Security Resources Board that steps be taken by individual agencies and departments to remove from the Washington area valuable documents and information which would be necessary in the continuity of the United States Government in the event of partial or total destruction of Departments, their records, and personnel in Washington as a result of bombing raids by a foreign enemy. CIA had started this program several months prior to the issuance of such a directive, and vital records originally had been moved to [redacted]

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Upon the acquisition of the property at [redacted] a vital documents storage center was established and the program, as of this writing, is current. Adequate security protection has been provided for these documents and, in fact, steps have been taken to store the vital documents of the National Security Council. (State Department? Note: Mr. Peel has specific information on the status of this portion of the project.) The vital documents program will permit the reestablishment of CIA at [redacted] in the event of destruction and the most important and valuable documents will be available there in the event of destruction of CIA records and activities in Washington.

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In connection with Machine Records, a relatively small activity existed at the time of the reorganization as of 1 December 1950, and was inadequate to meet the future requirements of the Agency as to both staff and equipment.

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The unit had been treated very much as a step-child by most administrative activities for not too obvious reasons. Machine Records, of course, incorporates the application of IBM machine techniques to record keeping, reporting and analysis. There has been considerable resistance within CIA to the application of machine techniques, principally due to a fear on the part of the administrative activities that the utilization of this technique would involve loss of responsibility and the possibility of confusion and inaccuracies in records maintained by a unit not under their own control. This attitude has been dispelled to a large extent.

As of 1 December 1950 machine technique had been applied to personnel data on the qualifications of CIA personnel, qualifications of applicants, marital and reserve status of employees, and a variety of other data of lesser importance. Lack of experience in the development of a project for the application of machine technique within CIA resulted, with respect to personnel data, in a very incomplete, inaccurate and unsatisfactory job. This lack of experience was extended to other similar projects later undertaken in connection with logistics planning for OAC and information necessary to the preparation of a CIA telephone directory. In view of this situation it has been necessary to obtain a more experienced staff to be used in the development of future projects and the correction of past projects and existing data. Of recent months the restudy and redirection of the logistical planning has resulted in greatly improved efficiency, and the application of machine techniques to the objective classification by project of unvouchered funds is now in the stages of completion and will be completely in process upon the completion of this report. Steps have been taken in cooperation with the Personnel Director to review and correct all personnel data now available.

b. The following are plans for the administrative activities under Administrative Services for their improvement and expansion:

a. Transportation Division. A study is now being made of the possibility of improving the methods of making arrangements for covert travelers, perhaps by the means of a special security arrangement with one travel agency

A further expansion of the idea of the Special Processing Unit by which all travelers would receive quick treatment in a single location through Medical, Security, Personnel and Travel. A combination of these activities on a more expanded basis than at present appears to be practical.

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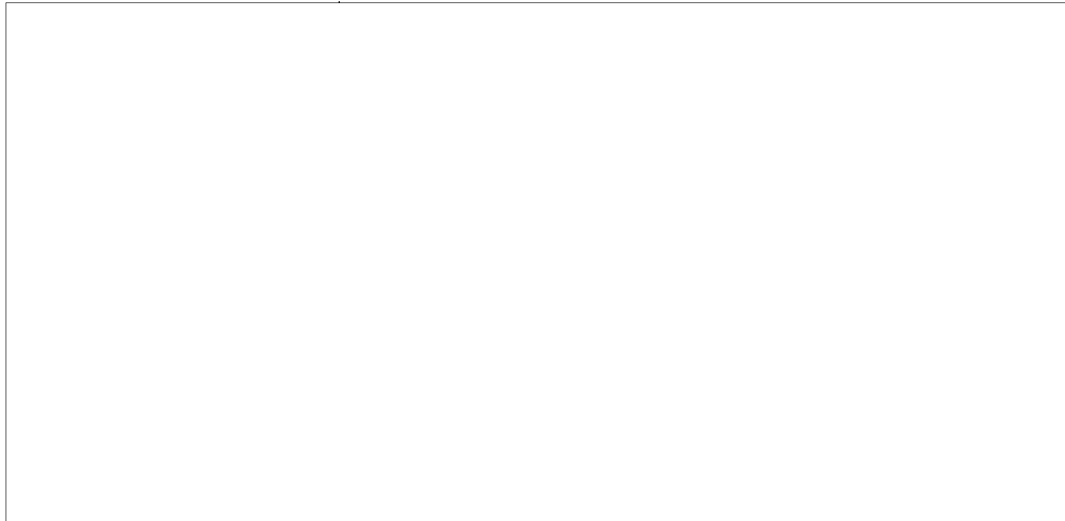
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b. Printing and Reproduction Division. In the field of Printing and Reproduction there are three particular programs that should receive attention in the ensuing months.

Recommendations will be made to the DD/A for a study as to whether it might be more economical and more efficient to produce the NIP in the CIA Printing and Reproduction plant with improved security. There is adequate space in the present plant for this purpose.

The problem in the field of reproduction has always been and continues to be proper management control of the work requested to be done by the plant. Experience shows that this work will continue to increase, as the tendency in all activities in CIA is to expand their operations. Management studies should be made of the work being produced by the plant leading to determinations of policy as to the volume of material and the variety of reports which will be prepared and disseminated by CIA. At present there is no control and since these matters do involve policy it is necessary that the decisions be made outside of Administrative Services.

The Printing and Reproduction Division of Administrative Services is now in a position to train personnel required in support  The further development of such a program appears to be necessary and, in addition to training personnel, would render beneficial service in assisting in reproduction work.

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c. Real Estate and Construction Division. The Real Estate and Construction Division should receive more attention resulting in the expansion of its coverage, as has been true in the past. The activities, function and operation of this Division should be patterned after that of the Foreign Buildings Operation of the State Department. This organization has world-wide coverage and is represented in the principal areas of the world. Such development of the Real Estate and Construction Division appears to be necessary. The principal problem to date has been that of obtaining sufficient advance notice of plans of operating activities to acquire real estate by lease or purchase before the time that it is needed in order that adequate staffs of experienced, professional personnel in the fields of law, architecture and engineering can be obtained. The Personnel activities have not been able to produce qualified personnel that are required, even under present authorizations, and, therefore, the expansion of this activity has been difficult. In patterning the activities of this Division after the Foreign Buildings Operation it will be necessary to develop and publish rather extensive regulations with respect to real estate operations and this work is now in process. However, world-wide representation will eventually become necessary for proper supervision of real estate owned or leased and operated by the Agency.

Another project of this Division will be the proper development and preliminary planning of a CIA building for which legislation has already passed Congress. Sufficient data has already been collected for this purpose and it is expected that by the time the new Congress convenes in January of 1952 that a well developed plan will be ready for presentation.

It appears that from the information obtained as to the requirements of the various CIA activities in a new building that approximately 200,000 square feet of space will have to be acquired in the departmental area between January 1952 and December 1954. The acquisition of this space will present a problem, particularly during an emergency period wherein there will be an expansion of numerous other defense activities. The shortage of space in the Washington area is critical and will become more critical as time passes by.

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d. Building Maintenance and Utilities Division. There are no plans beyond the expansion of additional personnel in the Building Maintenance and Utilities Division to include additional telephone operators as expansion of the CIA switchboard is necessary.

e. General Services Division. Within the near future it will be recommended that this Division, as such, will be abolished and that the Machine Records Branch and the Records Management and Distribution Branch be established as Divisions. Each of these activities have become sufficiently important in size and function to require separate divisional status.

In connection with Machine Records, the unvouchered funds payroll accounting is done by this activity. It will be necessary to completely replace and replan personnel data to be reflected on Machine Records. Action is now being taken to develop an over-all plan for this purpose in cooperation with the Personnel Director. The future application of machine technique will be applied to all existing supply stock accounts, property accounting for departmental and other than departmental overt activities, logistical planning, the vouchered funds payroll and possibly the vouchered funds allotment accounting. At present this is the limit of the planned expansion of this unit although there are numerous possibilities for the future.

Another project in which this activity will be involved will be the training of Machine Records personnel for the operation of similar administrative record-keeping activity in overseas bases of sufficient size to warrant the use of machine technique. The exact extent of this requirements is not known at the present time.

The principal plan in connection with the Records Management and Distribution activity will be the extension of present efforts in the field of the records management program for the entire Agency. This program will incorporate uniform filing systems, standardization of supplies and equipment, and the periodic and systematic retirement of all types of material, including intelligence material. This will require additions to the staff for this purpose and the establishment of at least one records management officer in each principal activity of the Agency.

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